



**Imperial College Union Board of Trustees**

Thursday 21<sup>st</sup> June 2018

<b>AGENDA ITEM NO.</b>	18
<b>TITLE</b>	DPFS End of Year Report
<b>AUTHOR</b>	Matthew Blackett, Deputy President (Finance & Services)
<b>EXECUTIVE SUMMARY</b>	
<b>PURPOSE</b>	
<b>DECISION/ACTION REQUIRED</b>	

## Review of the Year

- **External Income** – As a large part of our strategy, increasing external income allows the Union to expand its services to its members, make current services cheaper and to be less reliant on other income sources which are not entirely within our control. Whilst there have been many ways in which the Union is constantly driving to increase income streams with many new initiatives, two main areas which I have contributed to this year are listed below:
  - *Sales and Sponsorship Manager* – After a long recruitment process, the post was filled in May. There has been a lot of progress since in putting together income streams and building connections
    - **Future Actions** – With this position filled and a strong focus, the Union can be confident to rely on income from this area. There is much left unexplored at the moment and with creativity this income stream can become even more lucrative.
  - *Investment Strategy* – In appointing a fund manager the Union has committed to this strategy and should be reaping the rewards from 1<sup>st</sup> August. This is a significant step forward for the Union and follows a lot of hard work from many staff members. Due to the long term nature of investments, this will be a valuable income stream for many years to come.
    - **Future Actions** – To continue to monitor our investments and learn how to maximise the return. To explore an incentive scheme for CSPs who use a DMF which we can invest on their behalf, therefore increasing income further.
  - **Future Actions**
    - *eActivities 2.0* – As a sector leading software system with a huge amount of further development and improvement, this can be a large income source for the Union, whether licensed out or sold off. The development of e2 will need a large amount of investment and therefore a business plan and specific expertise will be required.
- **Sustainability** – There is an increased focus on this from our members and as co-authors of the Greening Imperial report, the Union should not only be adhering to the recommendations of the report but leading the way across College.
  - *Greening Imperial Report* – This cross-college sustainability steering group has produced a report which has been endorsed by the Provost Board. With funding and a College post being created to support the implementation of this report, this issue will be high on College's agenda for the foreseeable future.
    - **Future Actions** – the DPFS, Ethics & Environment Officer and Environmental Society should be involved in the next steps of implementing this report. The DPFS should be leading on this from a student representation side.
  - *Culture change in Commercial Services + Union Offices* – This is only something which I have realised is needed very recently. Several students have pushed the agenda of the use of plastic cups, our takeaway food boxes and

our straws. Having made some changes such as biodegradable straws (and how we offer them) and a charge for single use coffee cups, we are starting to make inroads into this issue. However, there is a lot to do across our venues and in our shop, especially our offerings in Shop Extra and how we implement the proposed coffee to go service.

- **Future Actions** – to keep this high on the agenda by appointing a ‘Sustainability Champion’ and focusing on areas within our commercial services and our offices where improvements can be made. As co-authors of the Greening Imperial report, it is embarrassing to not follow its recommendations and we should be leading across the College
- **Bar Supplier Tender** – A 4-month process concluded with Molson Coors being appointed as our sole bar supplier for both draught and packaged products. The Panel, delegated to by F&R, was thorough in its assessment of both financial and non-financial factors. The new 3-year deal is both financially beneficial to the Union whilst offering a better range and quality of product to our customers. We are confident that the transition will be well received by our members.
  - **Future Actions** - to explore the possibility of a price freeze on drinks prices every year, to reward the hard work of the tender process and to provide value for money for those members who use the bar
- **Health and Safety Committee** - As chair of this committee, I believe it has improved significantly with the calibre of the discussions becoming more meaningful and demonstrating the added emphasis and competence the Union has developed in this area.
  - **Future Actions** – to keep H&S high on the agenda for the Union in all that we do, especially making sure all the events which our CSPs undergo have been appropriately risk assessed and are safe. This focus should extend to our spaces, something which is neglected often.
- **DPFS Admin Tasks** – There are several tasks which the DPFS has historically done but which in my opinion should not sit within their remit as they are too administrative and should receive more staff support.
  - *Sponsorship Contracts* – The current process is both labour intensive, inefficient and open to mistakes. It involves a lot of time from the DPFS who is not required to have any prior knowledge about contract details. I have created a new process map which requires some Systems work to complete, which will reduce the responsibility of the DPFS to a single action online.
    - **Future Actions** – This new process needs to be developed and integrated into eActivities with much urgency to prevent this problem persisting for another year. The responsibility for checking the contracts should lie with a staff member who has a checklist and is trained in the acceptable terms of a sponsorship contract.
  - *Refunds* – Another time consuming and administration heavy task which has historically been the responsibility of the DPFS is refunds. My suggestion, echoed in the new Commercial Services SOPs is to shift the responsibility onto

the budget holder with a potential approval from the DPFS or DPCS. This can be extended to CSPs as the budget holder is the President or Treasurer.

- **Future Actions** – This change to be implemented by the Systems and Finance teams. If there is a better solution, this should be explored and implemented with urgency.
- **Chargebox** - In January, a box was installed in the foyer of the Union building in Beit Quad with four compartments for charging a mobile device. Since then, our unit has completed 1,658 charges in total which equates to 576 hours of charging. This took over 3 months to get installed due to reliance on College works teams but has proved a resounding success with uptake higher than similar units at other Universities.
  - **Future Actions** – To maintain the unit we have on a 3-year deal, with a review within the next year of whether an increase in capacity is required.
- **Competency Framework** – After a 5-month review by union managers, the administration team and myself, a new competency framework refined our 8 different levels into 4, with justification for each role and brings every team in to a standardised line. This has increased the amount we pay our staff so that we are now appropriately rewarding the students we employ. This will also be used for any new roles to make sure they are in line.
  - **Future Actions** – A review needs to be conducted within the next two years to see whether the framework has been effective and the roles and their categories are still accurate.
- **ICXP** - A new accreditation scheme for CSPs was launched earlier this year with significant uptake. This encourages good practice from CSPs with reputational benefit and a rewards package for those which are top.
  - **Future Actions** – An annual review of the criteria to keep it relevant and the promotion of this scheme with the idea of making it compulsory. The minimum requirements of the scheme should be applied to all clubs with those which don't meet it being scrutinised.
- **PDQ Trial** - At the beginning of the year, a trial of PDQ hire for ICSMSU was conducted. This proved successful in terms of efficiency for the CSP and reducing cash handling and financial processing.
  - **Future Actions** – A policy needs to be written outlining the hire arrangements for all CSPs, this should then be advertised to all clubs (with the process managed through eActivities) and, depending on uptake, expanded.
- **Transport** – A solution is needed to the minibus problem and to make it easier and cheaper for CSPs to train and play matches at venues across London and SE England.
  - **Future Actions** – Need to co-ordinate with college on their approach to this. This will be passed over to next year's DPFS/DPCS to carry forward and campaign for.
- **Infographic** - To continue the infographic series, explaining some of the more intricate processes and policies of the Union in an easily understandable form for our membership. This has been delayed this year due to the lack of urgency of this item, however I hope to have produced one infographic before my time in office is up.

Wednesday 23<sup>rd</sup> May 2018

- **Future Actions** – To give more staff support to this action. To devolve the responsibility away from just the DPFS onto the other OTs and Sabbatical Officers so that a wide range of issues are addressed. To ensure the Union is more transparent in its processes.

As always, I am available in person and via email for any questions you may have on my report

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*Thank you all for a great year, special thanks must go to all the Union staff, for their support and hard work, to Jarlath, for his advice and constant support, and to my fellow Officer Trustees, whose friendship and support has made this year more enjoyable and rewarding. I would like to wish the Union, and our successors, all the best for the next year and beyond.*

*Matt*